

Report dated July 7, 2005 titled Quarterly Report – Department of Public Works
Corrective Action Plan

Report dated October 4, 2005 titled Quarterly Report – Department of Public Works
Corrective Action Plan



**COUNTY OF LOS ANGELES
OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**

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DENNIS A. TAFOYA
Director

July 7, 2005

To: Each Supervisor

From: Dennis A. Tafoya
Director

Subject: **QUARTERLY REPORT – DEPARTMENT OF PUBLIC WORKS
CORRECTIVE ACTION PLAN**

This is to provide your Board with a quarterly Report of Progress on the Department of Public Works' (DPW) Corrective Action Plan established to improve their employees' well-being and promote positive cultural change within the department. During your January 18, 2005 meeting, your Board gave oversight responsibility for implementation of the Corrective Action Plan to my office. This report covers the period April 1 through June 30, 2005. ✓

In brief, I am pleased to report that during this reporting period, DPW has made significant progress in the development and implementation of the referenced Corrective Action Plan, especially in integrating the plan into the department's Strategic Plan. This progress contributed to DPW making measurable achievements. The attached report provides our findings and recommendations, which DPW has agreed to adopt in the next quarter.

If you have any questions concerning the report, contact me at (213) 974-1080.

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c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Director, Department of Public Works



COUNTY OF LOS ANGELES OFFICE OF AFFIRMATIVE ACTION COMPLIANCE

DEPARTMENT OF PUBLIC WORKS CORRECTIVE ACTION PLAN QUARTERLY REPORT

Goal 1

Create the position of Ombudsperson who will report to the Department of Public Work's (DPW) Chief Deputy Director and who will be responsible to oversee all diversity initiatives and employment discrimination complaint investigations.

Status: Completed

DPW, in consultation with the Office of Affirmative Action Compliance (OAAC), established the position of Ombudsperson on February 14, 2005. A Senior Deputy Compliance Officer, OAAC, was appointed to the position on an interim basis shortly thereafter.

To fill the position on a full-time basis, the OAAC conducted a civil service examination and posted a job bulletin for the Ombudsperson position on March 28, 2005. DPW completed the civil service examination process on June 29, 2005 and generated a certified list of eligible candidates on June 30, 2005. Selection interviews will be completed during the first two weeks of July 2005 and it is anticipated that the position will be filled by August 1, 2005.

Goal 2

Establish a Women's Council that encourages free and open discussion about working conditions and the treatment of women at DPW.

Status: Completed

DPW established a Women's Council in July 2004 and began meeting monthly in October 2004. The Council consists of 14 women. The Council's monthly meeting is co-chaired by the Chief Information Officer and the Programs Development Division Chief and is facilitated by an OAAC Deputy Compliance Officer.

Numerous developments took place during this reporting period to help bolster the identity and strength of the Women's Council. Below are a few examples:

- All employees received an e-mail outlining the role and objectives of the Council on June 28, 2005;
- Council members attended the Governor's Conference on the status of women in the spring of 2005;
- Council members attended the County's Multicultural Conference in May 2005;
- Two new members were appointed to represent the viewpoints and concerns of management secretaries;

- The Council completed its mission and vision statements, which will be incorporated into the Women's Workplace Plan; and
- The Council established action and program plans to guide its activities and incorporate them into the department's overall strategic plan.

Goal 3

Issue a statement to all employees: (1) indicating a zero tolerance policy of sexual harassment and discrimination in the workplace; (2) announce a newly created Ombudsperson position; and (3) encourage employees to utilize the new services.

Status: Completed

The Acting Director of DPW took the following actions during this reporting period:

- Issued a written memorandum to all DPW employees advising them of available internal and external forums to file an employment discrimination complaint;
- Distributed a brochure developed by the Women's Council to all DPW employees with their June 30, 2005 paycheck. The brochure provided detailed information on how employees may file employment discrimination complaints
- Issued an e-mail to all DPW employees announcing the Interim Ombudsperson and Diversity Manager and how these positions will help facilitate a non-discriminatory work environments; and
- Introduced the Ombudsperson at DPW's Safety meetings and discussed the department's proposed Values Management Goals.

Goal 4

Mandate Employee Discrimination Prevention Training for all employees under the auspices of OAAC with refresher training every 24 months.

Status: In progress

The OAAC conducted two Employee Discrimination Prevention Training classes for DPW during this reporting period. The first class was conducted on May 23, 2005 for 10 employees and the second class took place June 29, 2005 for 23 employees. It should be noted that these are refresher courses; DPW has been providing these classes on an ongoing basis over the last several years.

For Fiscal Year 2005-06, DPW plans on training 1,800 employees during 72 class sessions (25 per class) on Employee Discrimination Prevention Training.

Recommendation: DPW should schedule the referenced training classes with the OAAC. Further, DPW should ensure that the classes are conducted in the North County region of its facilities.

Goal 5

Mandate Sexual Harassment Prevention Training under the auspices of OAAC with refresher training every 24 months.

Status: Ongoing

The OAAC facilitated two "Sexual Harassment Prevention Training" sessions for 49 DPW employees during this reporting period. It should be noted that these are refresher courses; DPW has been providing these classes on an ongoing basis over the last several years.

Recommendation: DPW should continue scheduling the referenced training classes with the OAAC and ensure that classes are conducted in the North County region of its facilities.

Goal 6

Mandate Executive Series Sexual Harassment Prevention Training for all managers and supervisors including the Director and Chief Deputy Director under the auspices of OAAC. Refresher training sessions should commence every 12-18 months.

Status: In progress

During this reporting period, the OAAC conducted eight "Executive Series Sexual Harassment Prevention Training Sessions" for 220 DPW's managers and supervisors. The dates of the classes were: April 6, 13, May 11, 25, June 1, 21, 22, and 29, 2005.

In Fiscal Year 2004-05, 13 Executive Series Sexual Harassment Prevention Training sessions were held in which 322 managers and supervisors received training.

During Fiscal Year 2005/2006, DPW has committed to conducting 20 Executive Series Sexual Harassment Prevention Training classes, which will train over 450 employees.

Recommendation: DPW should continue scheduling the referenced training classes with the OAAC and ensure that the classes are conducted in the North County region of its facilities (DPW postponed these sessions in the North County area earlier in the year because of the winter and spring storms).

Goal 7

Provide quarterly "Awareness Sessions" on discrimination and retaliation at Division Head Committee and Staff Meetings.

Status: Completed

During April and June 2005, Division Head Committee meetings, the Diversity Officer conducted focused discussions concerning "Bias Free Leadership."

Recommendation: Continue to conduct "Awareness Sessions" involving the Ombudsperson or the OAAC and include substantive topics that address specific workplace concerns. These "Awareness Sessions" should solicit Division Head recommendations relevant to enhancing DPW's organizational culture as well as raising awareness related to reporting requirements and accountability of management.

Goal 8

Develop and mandate workplace Ethics/Code of Conduct Training for all managers and supervisors, including the Director and Chief Deputy Director. After training, attendees will be required to share training objectives with staff at regular meetings.

Status: Completed

DPW created an Ethics Task Force chaired by an Acting Deputy Director. It includes a Division Chief, Senior Civil Engineer, Assistant Division Chief Civil Engineering Assistant, Management Secretary III, and Division Chief of Human Resources. The Task Force held its first meeting on June 22, 2005, which was facilitated by an outside subject-matter expert. Up to six additional meetings will be conducted by September 21, 2005 and a comprehensive offsite management workshop is being planned for the purpose of educating and assessing management views, and establishment of direction for the ongoing Ethics and Code of Conduct Plan.

DPW also completed a draft DPW Workplace Ethics and Code of Conduct Plan that includes Objectives, Tasks, and initial Action Steps.

DPW established an Ethics/Code of Conduct Training class that has been presented eight times to over 191 employees during this reporting period. During those sessions, managers and supervisors were provided training that reinforced their responsibilities for managing employees and key departmental policies. DPW's former Chief of Human Resources conducted this training.

Goal 9

Conduct an employee awareness campaign that will involve 5 to 10 minute spot presentations at selected departmental training sessions, ongoing articles in the Department's newsletter and ensuring that the Ombudsperson's office is present at all Director's Forum meetings.

Status: In progress

The May 2005 edition of DPW's monthly newsletter "All in the Works" included an article announcing a logo campaign advocating DPW's Diversity Program. In addition, the Administrative Deputy, as well as the Interim Ombudsperson, introduced the sexual harassment training classes to incoming class members. Diversity and sexual harassment policies were also reinforced at the Director's forum, New Employee Orientations, and at DPW's annual Safety Awards Ceremony.

In addition, a presentation announcing the Diversity Program was conducted during the Director's Forum at the Alhambra Headquarters on June 30, 2005. The next Director's Forum in the field is scheduled for July 7, 2005 at the Palmdale Yard.

Goal 10

Request OAAC to administer surveys, focus groups, and interviews to develop a department-wide Cultural Assessment of DPW for the purpose of addressing diversity-related issues and developing a plan to improve the work environment. Incorporate assessment recommendations into DPW's Strategic Plan.

Status: In progress

The OAAC Interim Ombudsperson conducted an initial assessment of DPW and developed key organizational themes to provide focus to the assessment. These key themes include:

- Management culture;
- Management accountability;
- Field worker attitudes and perceptions;
- Female perceptions of fairness and respect; and
- Treating subordinate employees with dignity and respect.

Toward this end, the OAAC developed a cultural assessment survey which is designed to assess departmental employees' perception of these key themes. A section of the survey instrument's questions addresses DPW's Women's Council issues. The survey results will be analyzed by the OAAC and DPW for key themes as appropriate, and developed into action items as a part of DPW's overall Values Management Plan.

Goal 11

Continue with the Department's ongoing training program on diversity; provide posters in work areas to bolster awareness of the Ombudsperson and reinforce anonymous reporting channels for victims/witnesses who prefer this method of reporting incidents.

Status: Ongoing

Currently, complaints may be anonymously reported by utilizing the following:

- Director's mailbox
- U.S. Mail
- Voice-mail
- OAAC

To encourage employees to utilize available means of reporting incidents and complaints, DPW posted a visible sign directing employees to the Ombudsperson's Office located on the 12th floor of the Alhambra Headquarters. Additionally, the Interim Ombudsperson's picture was published with a corresponding article that featured contact information and other important biographical information in the March 2005 edition of "All in the Works" which is DPW's monthly newsletter.

The OAAC facilitated Diversity in the Workplace Training on April 19 and 20, May 24, and June 15, 2005. This demonstrates DPW's ongoing effort to raise awareness and improve working relationships among their diverse workforce.

DWP sponsored employee trips to the Museum of Tolerance for approximately 10 to 12 employees on May 9, 2005.

Goal 12

Review the Department's Administrative Directive on Sexual Harassment to ensure that abuse types and consequences for misconduct are clearly stated and outlined for employees, supervisors, and managers. Also, review the Administrative Directive to ensure that reporting procedures are clearly stated and outlined for all employees concerning discussions, incidents, e-mails, casual conversations and rumors of an inappropriate or sexual nature.

Status: Completed.

On June 30, 2005, the revised Administrative Directive was distributed and e-mailed to all employees. The revised Administrative Directive provides clear information concerning types of and consequences for misconduct. Additionally, it provides concise and clear directions for employees, supervisors, and managers concerning reporting procedures for misconduct.

Goal 13

Evaluate MAPP participants during annual performance reviews on their support and furtherance of DPW's Diversity Program and EEO requirements.

Status: In Progress

DPW created a new MAPP management behavior, Workforce Diversity, which will be evaluated during annual performance reviews for MAPP participants. The behavioral competency was distributed to all MAPP employees on June 20, 2005. In addition, the Acting Director sent an e-mail to all MAPP employees informing them that immediate action was needed to support and further DPW's Diversity programs. The e-mail outlined and explained the management behavior of Workforce Diversity as:

Promoting Public Work's commitment to cultural understanding through training and education; has promoted a work environment that values respect, understanding, awareness, and acceptance of cultural differences in the workplace; ensures staff attendance at all relevant diversity and EEOC training and projects a commitment to diversity and equal employment opportunities for all staff. Demonstrates a commitment to the core workplace values of DPW as contained in the Values Management Plan: performance, collaborative communications, ethical behavior, and valuing diversity; has reinforced those values through periodic communication with staff.

Goal 14

Incorporate this Corrective Action Plan into DPW's Strategic Plan.

Status: In Progress

DPW's Acting Chief Deputy Director took steps to integrate this Corrective Action Plan (CAP) into the Department's formal Strategic Plan by drafting a proposal for a new "Action Plan." This proposed "Action Plan" calls for the development of a department-wide "Values Management Program" aimed at increasing awareness and adherence to a clear set of core values.

To integrate the provisions of the CAP into the DPW Strategic Plan, DPW conducted the following:

- A. Identified three new and two ongoing programs that will be initiated in DPW as an integral part of DPW's Values Management Plan.
 1. Diversity Program (ongoing program)
 2. Ethics Program
 3. Equal Employment Program

4. Women's Issues Program (ongoing program)
 5. Values Communication Program
- B. For each program, DPW prepared a draft Planning Statement that identifies the purpose and proposed outcome of each program. In accordance with this Planning Statement, the program will be implemented in FY 2006-07 using established DPW program management protocols.
- C. For each program, DPW prepared Action Plans for FY 2005-06 showing the tasks to be completed to accomplish the following:
1. Prepare programs implementation in FY 2006-07.
 2. Perform activities during FY 2005-06 sufficient to meet programmatic objectives (until program management plan is in place).
- D. Prepared a listing of accomplishments to date on DPW's various programs (especially the Diversity Program and the Women's Issues Program).

Goal 15

Utilize the OAAC to monitor and provide independent oversight of DPW to ensure all provisions of this CAP are implemented and that all complaints of discrimination are reported and investigated in a timely manner.

Status: Completed

The OAAC appointed a full-time Senior Deputy Compliance Officer to DPW to oversee the CAP implementation and complaints process.

On February 14, 2005, OAAC assigned a full-time Senior Deputy Compliance Officer with more than 30 years of County experience to:

- 1) Monitor and provide independent oversight of DPW's employment discrimination complaint processing;
- 2) Ensure all provisions of this CAP are implemented; and
- 3) Ensure all complaints of employment discrimination are reported and investigated in a timely manner.

In response, OAAC's Senior Deputy is currently monitoring DPW's complaint process, to ensure it adheres to established professional standards. Furthermore, OAAC is working with DPW on the development and installation of a permanent data management system, which will further advance the effectiveness of the process.

A full-time Senior Deputy Compliance Officer from OAAC continues to monitor the implementation of this CAP and to prepare quarterly progress reports for the Board of Supervisors.

Goal 16

The OAAC will assign a full-time Deputy Compliance Officer to monitor DPW's progress towards successfully implementing all provisions of this CAP and provide a quarterly progress report to the Board of Supervisors.

Status: Completed

The Interim Ombudsperson, a Senior Deputy Compliance Officer with the OAAC, was assigned to and monitored DPW's progress as it relates to this CAP. This report reflects the observations of the Interim Ombudsperson during this reporting period.

Additional Comments:

As reported in the last quarterly report, the Interim Ombudsperson dispatched an outside consultant to conduct an inquiry into the allegations of denial of opportunities to operate heavy equipment at DPW's Little Rock facility. The employee alleged that the denial could later have an adverse affect on his promotional opportunities.

The findings of the inquiry disclosed DPW's executive management was addressing the issues by providing specialized management training to the involved Superintendent and disbanding an "unhappy employee clique." The Interim Ombudsperson will continue to monitor the changes by visiting the Little Rock facility during July 2005 and continuing to work with DPW's executive management to ensure compliance with directives provided by the OAAC.

Also during this reporting period, the Interim Ombudsperson reported that nine new employment discrimination complaints were filed with the OAAC; and two formerly reported complaints of sexual harassment were closed. DPW has a current open caseload of twenty-four employment discrimination complaints which are being investigated in a timely manner.

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DENNIS A. TAFOYA
Director

October 4, 2005

To: Each Supervisor

From: Dennis A. Tafoya
Director

Subject: **QUARTERLY REPORT – DEPARTMENT OF PUBLIC WORKS
CORRECTIVE ACTION PLAN**

This is to provide your Board with a quarterly Report of Progress on the Department of Public Works' (DPW) Corrective Action Plan established to improve their employee's well-being and promote positive cultural change within the department. During your January 18, 2005 meeting, your Board gave oversight responsibility for implementation of the Corrective Action Plan to my office. This report covers the period July 1 through September 30, 2005.

In brief, I am pleased to report that during this reporting period, DPW continued to make significant progress in the development and implementation of the referenced Corrective Action Plan (CAP), especially in the establishment of its Women's Council. The progress contributed to DPW continuing to make measurable achievements. DPW also achieved meaningful success in the conduct of its department wide cultural assessment survey. I will report the analysis and survey outcomes in the next quarterly report.

The attached report provides our findings and recommendations, which DPW has agreed to adopt in the next quarter. I am available to answer any questions you may have concerning this report.

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Attachment

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Director, Department of Public Works

**DEPARTMENT OF PUBLIC WORKS
CORRECTIVE ACTION PLAN
QUARTERLY ACTIVITY REPORT
PERIOD ENDING – SEPTEMBER 2005**

GOAL 1

Create the position of Ombudsperson who will report to Public Works' Chief Deputy Director and who will be responsible to oversee all diversity initiatives and employment discrimination complaint investigations.

Status: Implemented

Public Works and OAAC conducted interviews for candidates to replace the interim Ombudsperson in August. A candidate has accepted the position and will be appointed pending a successful background check. The expected starting date is October 3, 2005.

Public Works is comfortable with its relationship with the OAAC and prefers to maintain the current reporting structure of the Ombudsperson remaining in the OAAC and reporting to Public Works' Chief Deputy. This structure has worked to the satisfaction of both departments and the budgeted position for the Ombudsperson will be in the OAAC.

GOAL 2

Establish a Women's Council that encourages free and open discussion about women's working conditions at Public Works.

Status: Implemented

The Women's Council held focus group meetings with the Management Secretary Focus Group (August 9, 2005), the Senior Secretary Focus Group (August 10, 2005), Secretary I through Secretary V Focus Group on August 16, 2005, and the Clerical Focus Group on August 30, 2005. Future Council activities will include evaluating the cultural assessment survey results for findings that impact the Council, hosting a brown bag lunch event on October 24, 2005, finalizing membership selection criteria, conducting focus groups with women in the field, and other miscellaneous administrative activities (see Attachment A for a comprehensive list of accomplishments and planned activities).

GOAL 3

Issue a statement to all employees indicating a zero tolerance policy of sexual harassment and discrimination in the workplace, announce a newly created Ombudsperson position, and encourage employees to utilize the new services.

Status: Implemented

The Director issued the zero tolerance policy to all employees. The Director or Chief Deputy reinforced this policy to an estimated 1600 employees attending the Safety Award presentations on July 7, 2005, July 14, 2005, July 21, 2005, and July 27, 2005 at Public Works' field locations.

In addition, Public Works is working on a plan that periodically reinforces policies to all employees. One idea for the campaign is to strategically place banners with zero tolerance themes at headquarters and field location entrances for employees to view. Public Works' Diversity coordinator will lead this project and will work with Public Works' Public Relations Group to develop themes and schedule activities for the campaign.

In the previous status, Public Works was in the process of posting a poster with the "Golden Rule" message to further awareness efforts. The posters have now been posted at 15 field locations, in Public Works' headquarters lobby, and immediately adjacent to the Director's office.

GOAL 4

Mandate Employee Discrimination Prevention Training for all employees under the auspices of OAAC with refresher training every 24 months.

Status: Ongoing

Public Works mandated all employees attend the Employee Discrimination Prevention training. The following training sessions were presented by the OAAC during this quarter:

- **Diversity Training**

22 sessions were provided in the third quarter of which 5 sessions were in the North County. In those sessions, 607 employees were trained of which 165 employees were from the North County.

- **Sexual Harassment Prevention Training**

19 sessions were provided of which 5 were in the North County. The sessions trained 472 employees including 97 employees from the North County.

- **Sexual Harassment Prevention Executive**

17 sessions were provided of which 3 were in the North County. 486 employees were trained of which 85 employees were from the North County.

- **Employment Discrimination Prevention Training**

21 sessions were provided of which 1 was in the North County. The sessions trained 701 employees including 14 employees from the North County.

GOAL 5

Mandate "Employee Sexual Harassment Prevention Training" under the auspices of OAAC with refresher training every 24 months.

Status: Ongoing

Public Works mandated the Employee Sexual Harassment Prevention training to all employees. The OAAC conducted nineteen sessions of Sexual Harassment Prevention training sessions to employees during the quarter. Public Works' Chief Deputy or the Administrative Deputy presented introductions for each of the training sessions. Training sessions will continue to be presented to approximately 360 employees in the next quarter and refresher training courses every 24 months.

GOAL 6

Mandate "Executive Series Sexual Harassment Prevention" training for all managers and supervisors including the Director and Chief Deputy Director under the auspices of OAAC. Refresher training sessions should commence every 12 – 18 months.

Status: Ongoing

Public Works mandated "Executive Series Employee Sexual Harassment Prevention" training to all managers and supervisors. The OAAC conducted 17 training sessions for executives during the quarter. Training sessions will continue to be presented to employees in the next quarter to approximately 120 employees and refresher training will begin in 12-18 months.

GOAL 7

Provide quarterly "Awareness Sessions" on discrimination and retaliation at Division Head Committee and Staff Meetings.

Status: Implemented

Public Works' Diversity Coordinator continues to address the Division Head Committee every other month with subjects focusing on diversity and Title VII issues. In August, discussions were held on cross cultural communications. Topics are being developed for the October and December 2005 meetings.

Public Works also intends to develop a quarterly program for Division Chiefs at their monthly meeting. Discussions will be on the five components of the Values Management Program (diversity, ethics, equal employment, women's issues, and values communication).

GOAL 8

Develop and mandate workplace Ethics/Code of Conduct Training for all managers and supervisors, including the Director and Chief Deputy Director. After training, attendees will be required to share training objectives with staff at regular meetings.

Status: **In progress**

An outside consultant has been retained to assist the committee in developing the Ethics/Code of Conduct Plan. The Ethics Committee and the consultant agreed to conduct a detailed survey of the committee members (representing a broad range of classifications in the Department) to gather pertinent information for the development of the Ethics Plan and the seminar. The survey has been completed and the consultant has analyzed the feedback and developed recommendations for the Committee's review and consideration. The consultant also conducted one-on-one interviews with each member of senior administration to obtain input for the Plan and the Committee's upcoming seminar. An Ethics Workshop for Administration and Division Heads was developed and presented during an off-site, half-day seminar on September 21, 2005. Following the September seminar, the Committee will focus on the objective to finalize the development of the Ethics Program and Plan using input gathered from the sources above.

GOAL 9

Conduct an employee awareness campaign that will involve 5 to 10 minute spot presentations at selected departmental training sessions, ongoing articles in the Department's newsletter and ensuring that the Ombudsperson's office is present at all Director's Forum meetings.

Status: **Implemented**

Public Works continued to have spot presentations by members of Administration during Employee Discrimination Prevention Training and Diversity sessions noted in Goal 4 above. Public Works continued to support cultural celebrations (Latino Heritage Celebration in September) and trips to the Museum of Tolerance. Employees attending the museum were accompanied by a management sponsor to facilitate conversation.

Scheduled for the September issue of All in the Works, Public Works' newsletter, an article "The Cold Within" furthered Public Works' diversity campaign. This followed the August issue, which included an article titled "What Being An American Means To Me" addressing diversity issues (See Attachments B and C). Also, in support of this goal,

the Director's forum continues to address diversity issues to employees. These forums were attended by the Interim Ombudsperson.

GOAL 10

Request OAAC to administer surveys, focus groups, and interviews to develop a departmentwide cultural assessment of Public Works for the purpose of addressing diversity-related issues and developing a plan to improve the work environment. Incorporate assessment recommendations into Public Works' Strategic Plan.

Status: In progress

A consultant was retained and focus groups that included management secretaries were conducted. Additionally, cultural assessment surveys were developed in August 2005 to assess organizational themes including management culture, field worker attitudes and perceptions, female perceptions of fairness and respect, and treating employees with respect and dignity. The survey was sent to all Public Works employees in August 2005, and on two separate occasions, the Director sent e-mails to all employees encouraging completion of the survey. Public Works established a 60 percent completion rate as its goal.

The survey was concluded on September 16, 2005 and the consultant is compiling and analyzing the data. Analysis and survey outcomes will be reported in the next quarterly report.

GOAL 11

Continue with the Department's ongoing training program on diversity; provide posters in work areas to bolster awareness of the Ombudsperson, and reinforce anonymous reporting channels for victims/witnesses who prefer this method of reporting incidents.

Status: Ongoing

Public Works continued its awareness campaign in the monthly newsletter, safety committee meetings, trips to the Museum of Tolerance, the July 4 American Celebration, and other mediums including the banners noted in Goal 3 and 9 above. Channels of communication were emphasized in those events.

GOAL 12

Review the Department's Administrative Directive on Sexual Harassment to ensure that abuse types, consequences, and reporting procedures concerning discussions, incidents, e-mails, casual conversations, and rumors are communicated clearly to employees, supervisors and managers.

Status: Implemented

The revised Administrative Directive was distributed and e-mailed to all employees in June 2005.

GOAL 13

Evaluate MAPP participant managers on their support and furtherance of Public Works' Diversity Program and EEOC requirements during their annual performance review.

Status: **In progress**

The following MAPP statement was incorporated into MAPP Goals ending September 30, 2005 against which all MAPP managers will be evaluated:

BEHAVIOR: WORKFORCE DIVERSITY

Promotes Public Works' commitment to cultural understanding through training and education; has promoted a work environment that values respect, understanding, awareness, and acceptance of cultural differences in the workplace; ensures staff attendance at all relevant diversity and EEOC training and projects a commitment to diversity and equal employment opportunities for all staff. Demonstrates a commitment to the core workplace values of Public Works as contained in the Values Management Plan: performance, collaborative communications, ethical behavior, and valuing diversity; has reinforced those values through periodic communication with staff.

This behavior will also be included for all MAPP managers in the new MAPP period, beginning October 1, 2005 through September 30, 2006.

GOAL 14

Incorporate the actions of the Corrective Action Plan into Public Works' Strategic Plan.

Status: **In progress**

Work under the Values Management Goal continued this quarter. Progress was made in the following areas:

1. The Diversity Plan has been drafted and is ready to be reviewed;
2. Dates have been confirmed for delivery of the objectives in the five Values Management programs for the remainder of Fiscal Year 2005-06;
3. A web log (blog) has been established to facilitate communication between various members of the Values Management programs;

4. We have reviewed the target dates for drafting Plans for the following programs: Ethics, EEOC, and Workplace Communications. The managers who are preparing the Plans for these programs are being briefed weekly on the status of the Diversity Plan which has been drafted during this quarter. These briefings have resulted in a better understanding of the desired scope of the Plans, and accordingly, the managers have established revised target dates for drafting these Plans ranging from November 2005 to January 2006. These schedule revisions have been absorbed into the overall schedules, which still provide for our implementing the corresponding Programs by the July 1, 2006 date as originally planned;
5. Weekly meetings have been established and are ongoing for Chairs or Co-chairs of all Values Management programs to meet with the Strategic Planning Team (SPT). This provides for coordination between the various programs and provides oversight for the SPT administrators; and
6. A values management web page was developed and added as part of the Strategic Planning web site accessible on the DPW Intranet.

GOAL 15

Utilize the OAAC to monitor and provide independent oversight of Public Works to ensure all provisions of this corrective action plan are implemented and that all complaints of discrimination are reported and investigated in a timely manner.

Status: Implemented

The OAAC appointed a full-time Senior Deputy Compliance Officer to Public Works to oversee the Corrective Action Plan implementation and complaints process.

GOAL 16

The OAAC will assign a full-time Deputy Compliance Officer to monitor Public Works' progress toward successfully implementing all provisions of this corrective action plan and provide a quarterly progress report to the Board of Supervisors.

Status: Implemented

The OAAC has appointed a full time Senior Deputy Compliance Officer to Public Works.

SUPPLEMENTAL FIRST QUARTERLY REPORT RECOMMENDATIONS

The first quarterly report contained recommendations from the OAAC to enhance the effectiveness of the 16 established goals. Those recommendations, except as noted, were accepted by Public Works and have been incorporated into the action plan.

Goal 1 Recommendation

The OAAC recommends that Public Works should work to integrate diversity efforts into a cohesive strategy tied to Public Works' Strategic Planning efforts and Performance Counts! Metrics.

Status:

The Cultural Diversity Committee hired a diversity consultant to facilitate development of the Diversity Plan. The Diversity Plan will be patterned after the OAAC Model Diversity Plan and incorporate Performance Counts! Metrics concepts. The plan will also be developed consistent with the Strategic Plan and the Integrated planning process.

Goal 2 Recommendation

The OAAC recommended that Public Works incorporate the mission and vision statements of the Women's Council and Diversity Council into the overall strategic plans.

Status:

The Women's Council and Diversity Council are each preparing their own Strategic Plan, consistent with Public Works' overall Strategic Plan. Each of their mission and vision statements will be included in their Strategic Plans.

Goal 10 Recommendation

The OAAC recommends that Public Works identify and develop initiatives to address the concerns of executive and middle management secretaries.

Status:

Public Works has a Secretary Council which conducts training sessions on employee rights during meetings.

To further increase avenues to address concerns, management secretaries have been added as new members to the Women's Council. The Women's Council established a focus group to address secretary issues and conducted the following focus group meetings:

- Management Secretary Focus Group (8/9/05);
- Senior Secretary Focus Group (8/10/05);
- Secretaries I through IV (8/16/05); and
- Clerical (8/30/05).

Each focus group meeting was facilitated by a consultant retained by OAAC. The consultant led discussions pertaining to women's issues at DPW and followed with surveys to all members via email to ensure response from all, including secretaries that may not have been able to attend the focus group meeting. Results of the surveys will be compiled and shared with the Women's Council.

Goal 15 Recommendation

OAAC was suggested to develop an effective and secure database or tracking tool to organize and identify trends related to complaints received. OAAC believes that their database has proven effective and would serve as an excellent model.

Status:

Public Works' Human Resources purchased the Goldmine system that is currently used by the County Department of Human Resources. The system accommodates the tracking of discipline cases and complaints received and is anticipated to be in use in October 2005.

Public Works Women's Council Status Report September 20, 2005

Summary:

The Public Works Women's Council has made large strides this quarter. We have finalized the majority of our organizational structure and stewardship, secured funding, held the required focus groups for secretaries, and formally introduced the Council to Department employees. Included in this status report are the results of our hard work. We believe that we have made significant and important progress towards addressing the issues of women throughout the Department and look forward to continuing our work in the future.

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Women's Council

Accomplishments

(June 30 through September 30, 2005)

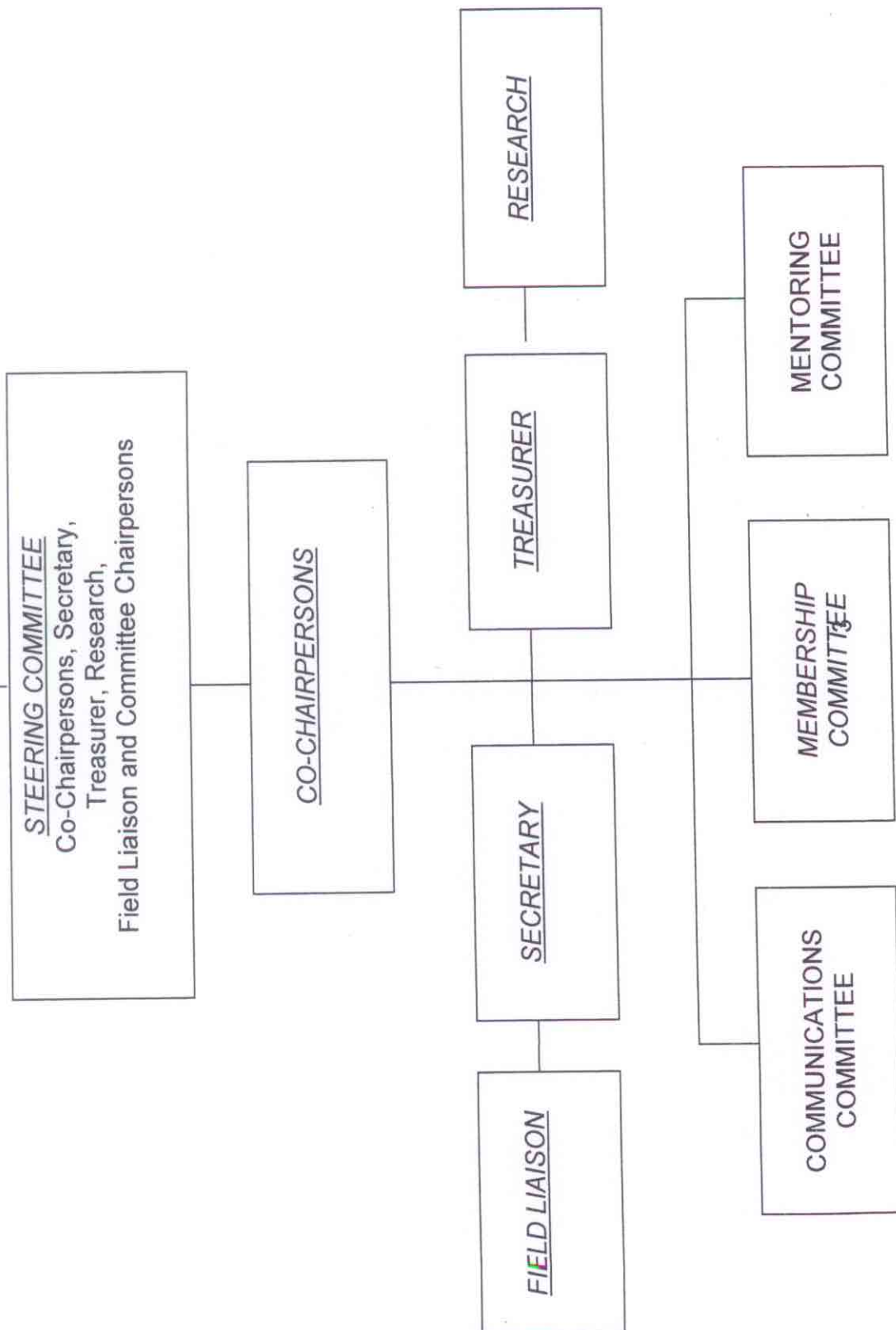
- Agreed to send 12 members to the Governor's Women's Conference (6/30/05);
- Voted to include men in the Council (6/30/05);
- Discussed and assigned responsibility for answering e-mail inquiries (6/30/05);
- Gave introductory speeches at various field locations inviting participation in the Council (6/30/05, 7/7/05, 7/14/05);
- Developed Council Intranet site (7/7/05);
- Discussed membership selection criteria, and began drafting policies (7/12/05);
- Secured \$10,000 in funding for Council activities in Fiscal Year 2005-06 to be charged out of the Department's overhead. Established a PCA for labor spent on Council activities (7/28/05);
- Introduced upcoming focus groups to secretaries through the Secretarial Newsletter (8/4/05);
- Established a communication/benchmarking relationship with 3M Women's Advisory Council (8/8/05);
- Invited Ellen Ensher (Ph.D. in Organizational Psychology) to address the Council about mentoring (8/8/05) (*Confirmation is still pending*);
- Held Management Secretary Focus Group (8/9/05);
- Held Senior Secretary Focus Group (8/10/05);
- Held Secretary I through IV Focus Group (8/16/05);
- Held Clerical Focus Group (8/30/05);
- Distributed clerical/secretarial focus group surveys to obtain feedback from those that were not able to attend (Questions were developed by the consultant who conducted the four focus groups and approved by the Co-Chairpersons);
- Selected Council logo for use in PR material; and
- Finalized Council structure, stewardship, roles/responsibilities, etc. Agreed to restrict the number of members on the Council Steering Committee in order to maintain effectiveness (8/11/05).

Anticipated Events

- Meet with Cultural Assessment Survey consultant to receive and analyze findings pertaining to the Council;
- Finalize membership selection criteria;
- Review results of focus groups, Cultural Assessment Survey, and clerical/secretarial focus group survey to identify core issues;
- Determine applicable measures for performance monitoring;
- Host a brown bag lunch event on 10/24/05; and
- Possible all-day member retreat.

Public Works Women's Council

EXECUTIVE SPONSOR	CONNECTIONS
Donald L. Wolfe	Communications Task Force
	Cultural Diversity Committee
	Equal Employment Ethics Task Force



Women's Council **Organizational Structure**

The Council operates through a committee system. The Council currently has one Steering Committee and three Committees. The Steering Committee consists of the Council Co-Chairpersons, Treasurer, Secretary, Field Liaison, Research, and Committee Chairpersons. The Committees consist of Chairpersons and Committee members. Each Committee conducts independent meetings to accomplish its objectives and communicates progress through Steering Committee meetings.

Meetings:

- Full Committee meetings – these meetings provide an opportunity for all Committees and members to share information;
- Steering Committee meetings – these meetings provide an opportunity for all the Committee Chairpersons, Treasurer, Secretary, Field Liaison, and Research to discuss strategic, operational, fiscal, and leadership matters. It is also an opportunity for the Committee Chairpersons to report progress on their respective Committees; and
- Committee meetings – these meetings provide an opportunity for the Committee Chairpersons to meet with the Committee members to work on their specific issues.

Women's Council

Co-Chairpersons Responsibilities

- Facilitate Steering Committee and Council meetings;
- Represent and bring forward Council initiatives to executive management, the Office of Affirmative Action Compliance, and external entities;
- Clear or divert Council from potential roadblocks to the success of the vision, mission, and yearly strategies;
- Lead the Council through activities to accomplish the vision, mission, and yearly strategies;
- Oversee budget;
- Review and approve Steering Committee charters, proposals, plans, and activities;
- Assist with documentation concerning the Council;
- Stay abreast of "best practices" and network with other organizations;
- Stay on the cutting edge of the Department's activities for the purpose of informing the Council members;
- Cultivate member relationships to foster a positive environment where all Council members can contribute and exercise individual leadership talents; and
- Leverage member talents for the health of the Council.

Women's Council

Secretary Responsibilities

Create Distribution Lists:

Create a distribution list in Outlook for Council meeting notifications; changes to meeting schedule; and distribution of meeting minutes, agendas, and/or relevant information/correspondence.

Schedule Meetings:

- Schedule and inform Council of monthly meetings;
- Reserve conference rooms for Council meetings;
- Reserve equipment/supplies when needed for Council meetings;
- Every November, notify Council of meeting schedule for the upcoming year;
- Prepare agenda prior to every Council meeting; and
- Prepare a sign-in sheet for every Council meeting to keep track of attendance.

Communications:

- Send out meeting agenda to Council three days prior to the meeting;
- Take meeting minutes of Council meetings;
- Send meeting minutes to Council Co-Chairpersons for review and approval;
- Send final meeting minutes to Council after each meeting; and
- Send any material relating to the Council when appropriate.

Women's Council

Treasurer Responsibilities

For Use of Public Works' Department Overhead Financing:

- Establish, within the Department's financial system, a reporting structure to keep track of the Council's expenditures, including members' time spent on Council activities, expenditures for promotional costs, speaker fees, communication expenses, conference fees, and all other expenses in support of the Council;
- Work with the Council Chairpersons to establish a budget for the following year and obtain Administration's approval of the budget as part of the Department's yearly budgeting process;
- Coordinate and process any paperwork required (encumbrances and payment requests) to reimburse vendors for services and supplies rendered to the Council
- Report the expenditures monthly; and
- Prepare a report of the Council's financial activities as compared to the established budget at year end.

Should the Council Decide to Conduct Fundraising Events to Finance Certain Activities or Promotions:

- Establish guidelines for stewardship and disbursement of monies resulting from fundraising events;
- Establish necessary checking accounts and keep a separate accounting of Council-owned funds;
- Disburse checking account funds per established guidelines; and
- Report financial activity to the Council monthly and at year end.

Women's Council

Research Responsibilities

- Support and anticipate the information needs of the Council and its members;
- Assist in the achievement of the Council's efforts by providing required support and/or background materials;
- Acquire needed information through electronic databases, such as Lexis-Nexus; and
- Acquire materials, such as government publications and pamphlets.

Women's Council

Field Liaison Responsibilities

- Serve as a voice and advocate of women in the field;
- Provide women with a safe place to voice their ideas, issues, concerns, etc. Relay these concerns to the Steering Committee;
- Communicate Council activities and progress to the women in the field;
- Identify and recommend solutions to obstacles that are unique to women in field environments, which may prevent their growth and advancement; and
- Provide women with a source of information and resources to advance their careers in Public Works.

Women's Council

Membership Committee

Vision:

Maintain a diverse group of members representing the workplace to ensure multiple perspectives are considered.

Mission:

Provide process and criteria for recruiting interested and qualified candidates.

Chairperson's Responsibilities:

- Schedule and facilitate Committee meetings;
- Support membership related projects, activities, events, plans in support of the Committee's mission/vision;
- Develop realistic tactical plans to achieve Committees' objectives;
- Assign responsibilities as appropriate;
- Gather "best practices" from external organizations;
- Encourage team work and cooperation;
- Facilitate the resolution of problems/issues/conflict amongst Committee members and assist the Committee in overcoming potential obstacles related to Committee activities;
- Provide Steering Committee with progress reports;
- Support Committee decisions and bring them forward to the Steering Committee for adoption; and
- Work with Steering Committee Co-Chairpersons to obtain the needed resources to achieve the Committee's mission/vision.

Committee Roles/Responsibilities:

- Recruitment, selection, and notification process: recruit, interview, select, and notify new members. Prepare all necessary documents, including the application form, interview questioner, and supervisor acknowledgment/consent form;
- Handle recommitment/resignation of existing members;
- Establish membership criteria;
- Conduct as-needed membership drives;
- Maintain a database of all Council members, including new members, and present it to the Council; and
- Facilitate membership transition.

Women's Council

Membership Selection Process

- Conduct membership drive;
- Request interested employees to complete an application form;
- Ensure applicants meet the established criteria;
- Interview applicants;
- Promulgate a list of eligible candidates; and
- Select members based on established criteria.

Interested members will be invited to participate in one of the Committees. The Membership Committee will be responsible for reviewing applications and interviewing all applicants who meet the established criteria. Applicants will be asked the same questions during the interview process. Based on their responses, the Membership Committee will band the individuals. The Membership Committee will be responsible for promulgating a list that will reflect the applicants by band and their Committee preference. The list will be presented and utilized by the Steering Committee to fill openings. Members of the Steering Committee will try to honor the members' Committee preference.

Election Process

Election of Steering Committee Co-Chairpersons:

Co-chairpersons lead the Council and typically hold a 3-year Co-Chairperson position. To allow for a smooth transition, the Co-Chairpersons complete their position term at different times with an 18-month overlap. Three months before the end of each Co-Chairperson's term, the Co-Chairpersons seek replacement nominations from the Council. All Council members are eligible. If current members do not express interest, an invitation for nominations is extended to Council alumnae. All Council members review the nominations and vote to elect the new Co-Chairperson.

Election of Other Leadership Positions:

Similarly, election of other leadership roles, such as Secretary, Treasurer, Researcher, Field Liaison, and Committee Chairpersons come from members of the Council. New or returning members may be nominated. Self-nominations are also encouraged. All Council members review the nominations and vote to elect the particular leadership role.

Membership Commitments/Expectations/Responsibilities:

- Participate in Council for three years with consent from the member's supervisor;
- Attend meetings, complete assignments/tasks, and participate in events; and
- Follow the Council's rules and act as an ambassador for the Council.

Women's Council

Mentoring Committee

Chairperson Responsibilities:

- Schedule and facilitate Committee meetings;
- Create agendas to assure flow of meetings and completion of targeted objectives;
- Develop realistic tactical plans to achieve objectives;
- Assign responsibilities and decision-making responsibilities as appropriate;
- Gather "best practices" from external organizations;
- Encourage teamwork and cooperation;
- Resolve and figure out ways to work out obstacles at Committee meetings;
- Lead the Committee through activities to accomplish our goals;
- Provide reports to the Council;
- Work with Council's Co-Chairpersons and Administration to obtain needed resources, including funding;
- Work with the Communications Chairperson and/or consultant to market the mentoring program to employees;
- Plan and facilitate Co-Chairperson and members transition; and
- Approve final decisions made by the Committee and provide to the Steering Committee for adoption.

Women's Council

Communications Committee

Chairperson Responsibilities

- Schedule and facilitate Committee meetings;
- Initiate projects, activities, events, and communication plans to meet the Council's objectives;
- Develop realistic tactical plans to achieve objectives;
- Assign responsibilities as appropriate;
- Assign responsibility to maintain the Council's website and update it as necessary;
- Gather "best practices" from external organizations;
- Encourage teamwork and cooperation;
- Resolve problems and overcome obstacles related to Committee activities;
- Support and implement final decisions made by the committee and provide status reports to the Steering Committee;
- Work with Council's Co-Chairpersons and Administration to obtain needed resources, including funding;
- Work with other Council leaders to support and market the mentoring program to employees; and
- Plan and facilitate Chairperson and Committee member transitions.

THE COLD WITHIN

Author Unknown

All in the Works, September Issue

Six humans trapped by happenstance
In bleak and bitter cold;
Each one possessed a stick of wood,
Or so the story's told.

Their dying fire in need of logs,
The first woman held hers back,
For of the faces 'round the fire,
She noticed one was black.

The next man looking 'cross the way
Saw one not of his church,
And couldn't bring himself to give
The fire his stick of birch.

The third one sat in tattered clothes
He gave his goat a hitch,
Why should his log be put to use
To warm the idle rich?

The rich man just sat back and thought
Of the wealth he had in store,
And how to keep what he had earned
From the lazy, shiftless poor.

The black man's face bespoke revenge
As the fire passed from sight,
For all he saw in his stick of wood
Was a chance to spite the white.

And the last man of this forlorn group
Did naught except for gain,
Giving only to those who gave
Was how he played the game.

The logs held tight in death's still hands
Were proof of a human sin.
They didn't die from the cold without,
They died from the cold within.

ATTACHMENT C

WHAT BEING AN AMERICAN MEANS TO ME

All in the Works, August Issue

Brenda Daniels: Being an American means justice, freedom, compassion, individual rights, and opportunities for all people.

Menerva Ariki: Hats off! Along the street there comes A blare of bugles, a ruffle of drums; And loyal hearts are beating high: Hats off! The Flag is passing by. (Excerpt from *The Flag Goes By* – Henry Bennett)

Emma Ayala: I'm proud to be an American where at least I know I'm free! And I won't forget the men who died who gave that right to me! ... there ain't no doubt I love this land, God Bless the U.S.A.! (Excerpt from *God Bless the USA* – Lee Greenwood)

Mike Miranda: Appreciation to those veterans and their families for risking their lives for our freedom and to those brave soldiers who gave their life for our country. Recognition of our American forces currently fighting in the Middle East. Recognition of our diverse workforce here at Public Works that has enriched all our lives. Lastly, the United States is the land of great opportunity with hopes and dreams that never fade.

Marianne Jeffers: ...our work force is very effective because we are culturally diverse. We do not think alike and therefore our solutions are more creative and productive.

Glenn Ramos: I honestly believe the most important issues of being an American are patriotism, individualism, loyalty, sacrifice, and courage.

Nick Kaveh: Living in America and being an American means enjoying more security, freedom, and liberty than any other nation in the world.

Rosy Ling: With consideration, tolerance, understanding, love, forgiveness, integrity, honesty and uprightness of heart, we can make a difference in our home, community, society, country and the world. We can make a difference so the world will be a better place for our children. Let us learn to make each day count.

Dan Lafferty: Each of us has an obligation to work to remove barriers for ourselves and others, an obligation to make this Country and this world a better place for all. "Hope sees what is yet to be."

Tuong Nguyen: America is the promise land – a land of opportunities and a land of freedom and hope. We can make our dreams come true.

DAT:HH

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**COUNTY OF LOS ANGELES
OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**

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YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

DENNIS A. TAFOYA
DIRECTOR

February 28, 2007

To: Each Supervisor

From: Dennis A. Tafoya
Director

A handwritten signature in black ink, appearing to read "Dennis A. Tafoya", is written over the printed name and title.

Subject: **DEPARTMENT OF PUBLIC WORKS CORRECTIVE ACTION PLAN
SECOND SEMI-ANNUAL REPORT**

This is to provide your Board with the second semi-annual Report of Progress on the Department of Public Works' (DPW) Corrective Action Plan established to improve its employees' well being and promote positive cultural change within the department. During your January 18, 2005 meeting, your Board gave oversight responsibility for implementation of the Corrective Action Plan to my office. This report covers the period July 1, 2006 through December 31, 2006.

In brief, I am pleased to report that during this semi-annual period, DPW continued to make significant progress in the achievement of the corrective provisions. The department's Cultural Assessment Survey was presented to approximately 2,600 DPW employees and DPW continues to be committed to enhancing its work environment and achieving equal employment opportunity. The department has fully implemented all the Corrective Action Plan provisions and effectuated a respectful, inclusive organizational culture, particularly within the management ranks. Further, it is my assessment that no further reporting of DPW's progress toward fulfilling the terms delineated in the Corrective Action Plan is necessary. Thus, unless I hear otherwise from your Board, this will be the last report submitted to you regarding the aforementioned subject matter.

The attached report provides our findings and supporting documentation. I am available to answer any questions you may have concerning this report.

DAT:MVC:DK:cf

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Attachment

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Director, Department of Public Works

LOS ANGELES COUNTY

Office of Affirmative Action Compliance

**Corrective Action Plan
for the Department of Public Works
Progress Report**

**Semi-Annual Activity Report
July 1 – December 31, 2006**

Contents

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I. BACKGROUND

Two years ago, the Department of Public Works (DPW) devised a corrective action plan (CAP) to aggressively investigate complaints involving discrimination, sexual harassment and other acts of harm which violated the Department's and County's equal employment opportunity policies, procedures and regulations. DPW also committed to fostering an atmosphere where employees feel confident that complaints about behavior or actions of supervisors or other staff will be thoroughly investigated, without fear of retaliation.

Presently, working with the Office of Affirmative Action Compliance (OAAC), DPW has established various initiatives aimed at improving areas identified from the September 1, 2006, Cultural Assessment Survey. Specifically, the department created a "Values Management" program to further DPW's findings from this survey.

During the reporting period of July 1, 2006 through December 31, 2006, DPW fostered an environment where DPW employees feel confident that discrimination complaints will be taken seriously. The Department continues to prioritize training and education as an essential element to promoting equal opportunity. During this reporting period, OAAC investigated 26 jurisdictional complaints, resulting in 11 substantiated complaints and 15 unsubstantiated complaints. Although 42% of these complaints were substantiated, the Department, through prompt and appropriate corrective action, demonstrated its commitment to eliminating discrimination in the workplace. Through DPW's efforts in promoting equality and awareness, the work atmosphere at DPW fosters a positive environment where employees can report complaints more freely and receive a timely resolution.

DPW's Equal Employment Programs are strongly oriented towards prevention. DPW, in collaboration with the OAAC, is committed to significantly limiting its exposure and liability by promoting respect for diversity, employing effective risk management best practices, and pursuing an aggressive training and education course of action. Additionally, through ongoing education, training and the monitoring and review of all complaints in a timely manner, DPW is able to prevent and/or eliminate discrimination and foster an environment that ensures equal opportunity for all employees.

II. OBJECTIVES

On October 21, 2004, the DPW developed a CAP to address numerous workplace concerns. Today, the Department remains committed to continuing prompt and corrective action in substantiated complaints, in addition to increasing the level of awareness of all administrative, managerial and supervisory employees, with the goal of reducing the Department's exposure to liability as it relates to discrimination complaints.

As previously stated in the prior semi-annual report, DPW's goals continue to reassess how the Department recruits, promotes and retains employees. Accordingly, DPW believes through strong executive and managerial commitment, the leadership of the Department will improve its organizational culture, foster an environment that respects and values diversity and one that is free of discrimination.

The following three strategic objectives were identified in pursuit of DPW's commitment to diversity and prevention of discrimination, as it relates to the Department's short and long-term goals:

- **Objective 1-** Eradicate discrimination in the workplace by enforcing DPW's and the County's equal employment opportunity policies, procedures and regulations;
- **Objective 2-** Promote inclusion and diversity in all levels of the workforce;
- **Objective 3-** Empower individuals so that they may participate and contribute to their fullest potential to the mission of DPW.

III. GOALS

The following CAP goals were identified to improve employee' well-being and promote positive cultural change within the department.

GOAL 1 ✓ Implemented	Create the position of Ombudsperson who will report to DPWs' Chief Deputy Director and who will be responsible to oversee all diversity initiatives and employment discrimination complaint investigations.
GOAL 2 ✓ Implemented	Establish a Women's Council that encourages free and open discussion about women's working conditions at the DPW.
GOAL 3 ✓ Implemented	Issue a statement to all employees indicating a zero tolerance policy of sexual harassment and discrimination in the workplace, announce a newly created Ombudsperson position, and encourage employees to utilize the new services.
GOAL 4 Ongoing	Mandate "Employment Discrimination Prevention Training" for all employees under the auspices of OAAC with refresher training every 24 months
GOAL 5 Ongoing	Mandate "Employee Sexual Harassment Prevention Training" under the auspices of OAAC with refresher training every 24 months.
GOAL 6 Ongoing	Mandate "Executive Series Sexual Harassment Prevention Training" for all managers and supervisors, including the Director and Chief Deputy Director under the auspices of OAAC. Refresher training sessions should commence every 12-18 months.
GOAL 7 ✓ Implemented	Provide quarterly "Awareness Sessions" on discrimination and retaliation at Division Head Committee and Staff Meetings.
GOAL 8 Ongoing	Develop and mandate "Workplace Ethics/Code of Conduct Training" for all managers and supervisors, including the Director and Chief Deputy Director. After training, attendees will be required to share training objectives with staff at regular meetings.

GOAL 9 ✓ Implemented	Conduct an employee awareness campaign that will involve five to ten minute spot presentations at selected departmental training sessions, ongoing articles in the Department's newsletter and ensuring that the Ombudsperson's office is present at all Director's Forum meetings.
GOAL 10 ✓ Implemented	Request OAAC to administer surveys, focus groups, and interviews to develop a Department-wide cultural assessment of DPW for the purpose of addressing diversity-related issues and developing a plan to improve the work environment. Incorporate assessment recommendations into the DPW's Strategic Plan.
GOAL 11 Ongoing	Continue with the Department's ongoing training program on diversity; provide posters in work areas to bolster awareness of the Ombudsperson, and reinforce anonymous reporting channels for victims/witnesses who prefer this method of reporting incidents.
GOAL 12 ✓ Implemented	Review the Department's Administrative Directive on Sexual Harassment to ensure that abuse types, consequences, and reporting procedures concerning discussions, incidents, e-mails, casual conversations, and rumors are communicated clearly to employees, supervisors, and managers.
GOAL 13 ✓ Implemented	Evaluate MAPP participant managers on their support and furtherance of the DPWs' Diversity Program and Equal Employment Opportunity (EEO) requirements during their annual performance review.
GOAL 14 ✓ Implemented	Incorporate the actions of the CAP into DPW's Strategic Plan.
GOAL 15 ✓ Implemented	Utilize the OAAC to monitor and provide independent oversight of DPW to ensure all provisions of this CAP are implemented and that all complaints of discrimination are reported and investigated in a timely manner.
GOAL 16 ✓ Implemented	The OAAC will assign a full-time deputy compliance officer to monitor DPW's progress toward successfully implementing all provisions of this CAP and provide a semi-annual progress report to the Board of Supervisors.

OBJECTIVE 1

Objective: Eradicate discrimination in the workplace by enforcing DPW's and the County's equal employment opportunity policies, procedures and regulations.

Goals related to achieving objective:

GOAL 4

Mandate "Employment Discrimination Prevention Training" for all employees under the auspices of OAAC with refresher training every 24 months.

Status: Ongoing

DPW mandated all employees attend the OAAC's Employment Discrimination Prevention training. During the first half of the year, 487 employees were trained. During this period, 1,514 employees were trained in "Employment Discrimination Prevention for Employees." A total of 2,001 employees were trained in this calendar year.

GOAL 5

Mandate "Employee Sexual Harassment Prevention Training" under the auspices of OAAC with refresher training every 24 months.

Status: Ongoing

DPW mandated the Employee Sexual Harassment Prevention training to all employees. During the first half of the year, 575 employees were trained. During this period, 286 employees were trained in "Sexual Harassment Prevention Training." A total of 861 employees were trained in this calendar year. Additional refresher training has been scheduled beginning in January 2007.

GOAL 6

Mandate "Executive Series Sexual Harassment Prevention Training" for all managers and supervisors, including the Director and Chief Deputy Director under the auspices of OAAC. Refresher training sessions should commence every 12-18 months.

Status: Ongoing

DPW previously mandated the Executive Series Employee Sexual Harassment Prevention training to all managers and supervisors. The OAAC did not conduct periodic Sexual Harassment Prevention Training courses for executives during this semi-annual period because all necessary training was completed as of December 31, 2005. However, three sessions were conducted to train new managers appointed in 2006. During this period, 23 new managers were trained in "Sexual Harassment Prevention for Executives." Refresher training sessions will be presented to supervisors and managers beginning January 2007.

Goal 1 Supplemental Recommendation

The OAAC recommends that DPW should work to integrate diversity efforts into a cohesive strategy tied to the Department's Strategic Planning efforts and Performance Counts! metrics.

Status: Implemented

Goal 4 of DPW's new Strategic Plan provides for implementing its Diversity Plan and Program on an ongoing basis as part of its Strategic Plan. This Goal will be reported on a quarterly basis to DPW employees as they go forward under the Department's five-year Strategic Plan.

Goal 15 Supplemental Recommendation

OAAC has suggested that DPW develop an effective and secure database or tracking tool to organize and identify trends related to complaints received. OAAC believes that its database has proven effective and would serve as an excellent model.

Status: Implemented

DPW is using the recently purchased Goldmine database system, which accommodates the tracking of disciplinary cases. The Ombudsperson located at DPW headquarters is currently utilizing its database system to track complaints, in addition to several reports that track complaints and corrective action implemented by DPW.

OBJECTIVE 2

Objective: Promote inclusion and diversity in all levels of the workforce.

Goals related to achieving objective:

GOAL 8

Develop and mandate "Workplace Ethics/Code of Conduct Training" for all managers and supervisors, including the Director and Chief Deputy Director. After training, attendees will be required to share training objectives with staff at regular meetings.

Status: Ongoing

The Ethics Program is one of five goals delineated in DPW's Values Management Training. Communication and training for the Ethics Program follows the current plan and schedule for DPW's Values Management training. Utilizing the services of a DPW consultant, the Department will train its supervisors and managers, consisting of approximately 1,000. This training is scheduled to be completed by the end of June 2007. Training for subordinate staff will commence in about July 2007. DPW plans to provide semi-monthly department-wide training on selected topics, which would be presented to staff in "Tailgate Sessions" for field employees and "Section Meetings" for other personnel.

GOAL 10

Request OAAC to administer surveys, focus groups, and interviews to develop a department-wide cultural assessment of DPW for the purpose of addressing diversity-related issues and developing a plan to improve the work environment. Incorporate assessment recommendations into the DPW's Strategic Plan.

Status: Implemented

A set of Values Management Projects (see Attachment A) is being initiated under DPW's Values Management efforts for Fiscal Year 06-07. Many of these projects have been specifically indicated as being addressed in its new Values Management training now being finalized. Others are proceeding separately at this point, but may be integrated later into the Values Management training if appropriate. The projects are part of DPW's ongoing efforts to address diversity-related issues and continue to improve its work environment.

Goal 4 of our new Strategic Plan provides for developing a similar set of Projects from this fiscal year going forward.

GOAL 11

Continue with the Department's ongoing training program on diversity; provide posters in work areas to bolster awareness of the Ombudsperson, and reinforce anonymous reporting channels for victims/witnesses who prefer this method of reporting incidents.

Status: Ongoing

The Valuing Diversity Program is one of five goals delineated in DPW's Values Management Training. Under the current plan and schedule for new Values Management training, DPW would initially train its supervisors and managers consisting of approximately 1,000. The target date for completion is by the end of June 2007. Managers and supervisors would then provide ongoing training to their subordinate staff starting in about July 2007. DPW plans to provide semi-monthly department-wide training on selected topics, which would be presented to staff in "tailgate sessions" for field employees and "Section Meetings" for other personnel. In addition, the Diversity Coordinator conducts awareness training in all bi-monthly orientation sessions and all Diversity Training sessions. During this semi-annual reporting period, ten diversity-training sessions were facilitated by the OAAC. The Diversity Coordinator extended awareness sessions to include all six Safety Award ceremonies, which were held in July and August of 2006.

Goal 2 Supplemental Recommendation

The OAAC recommends that DPW incorporate the Mission and Vision statements of the Women's Council and Diversity Council into the overall strategic plan.

Status: Implemented

Both the Women's Council and The Diversity Committee have incorporated their respective Mission and Vision statements into DPW's "Plan" (i.e. strategic plan), which will be maintained in the ongoing future. Goal 4 of the overall Strategic Plan required that the "Plan and Program" (for the Women's Council and for the Diversity Committee) be maintained throughout the life of the Strategic Plan. This satisfies this supplemental recommendation, and it should now be considered completed.

Goal 10 Supplemental Recommendation

The OAAC recommends that DPW identify and develop initiatives to address the concerns of executive and middle management secretaries.

Status: Ongoing

During the Women's Council's retreat conducted on July 20, 2006, DPW focused on the following actions recommended in the Secretarial Focus Group Feedback Report:

- Host a women's symposium (or offer a series of brown bag sessions) that encourages free and open discussion, empowers women to speak out, educates employees on who they can go to for support and encourages female employees to provide feedback without fear.
- Create an action plan on how to provide ongoing feedback to senior leadership on women's issues and influence strategic planning efforts.
- Collaborate with Human Resources Training Section in the creation of a model for cross training secretaries and clerks that would allow better coverage of work responsibilities and allow employees to develop new skills.
- Develop a formal mentoring program for secretaries, clerks, and other interested women within DPW.

Because other women in the Department could benefit from the same actions, the Council expanded these programs to include everyone. The Council continues to conduct quarterly brown bag lunches and networking events to encourage free and open discussion. The Council uses the Ambassador Program to educate employees on who they can go to for support. Through this program, the Council also provides feedback to senior management on women's issues. The new mentoring program provides support and guidance to interested employees within DPW. The Department's integrated Values Management Program includes the Women's Workplace initiative at the core of its new strategic plan. The council decided not to move on the third bullet because DPW currently has a secretary program designed to address this topic.

OBJECTIVE 3

Objective: Empower individuals so that they may participate and contribute to their fullest potential to the mission of DPW.

Goals related to achieving objective:

GOAL 13

Evaluate MAPP participant managers on their support and furtherance of DPW's Diversity Program and EEO requirements during their annual performance review.

Status: Implemented

Workforce Diversity was added as an evaluative behavior to all managers' MAPP goals in October, 2006. Per Department of Human Resources, Diversity could not be listed as a new Operational Behavior but the performance standard is listed in an attachment for "Other Accomplishments" and the rating identifies with the category of "Compliance with County Policies and Board Directives."

The following is the performance standard for Workforce Diversity listed in the attachment:

Workforce Diversity

Promotes DPW's commitment to cultural understanding through training and education; has promoted a work environment that values respect, understanding, awareness, and acceptance of cultural differences in the workplace; ensures staff attendance at all relevant diversity and EEO training; and projects a commitment to diversity and equal employment opportunities for all staff. Demonstrates a commitment to the core workplace values of DPW as contained in the Values Management Plan; performance, collaborative communications, ethical behavior, and valuing diversity; has reinforced those values through periodic communication with staff.

GOAL 14

Incorporate the actions of the CAP into DPW's Strategic Plan.

Status: Implemented

DPW's new Strategic Plan includes the following as Goal 4 "Incorporate our adopted values (Spirit - Professionalism - Integrity - Respect - Innovation - The

Environment) into the department's culture through Values Management." Objective 4.1 is to implement DPW's "Initial" (five) Values Management programs. Objective 4.2 is to "Identify any additional program(s) that may be needed (to meet this Goal). This goal and these objectives are scheduled to go forward and the Department's implementation plan provides for quarterly reviews of their progress.

IV. DIVERSITY EFFORTS

DIVERSITY PLAN AND PROGRAM

Introduction

DPW has a diverse workforce that is comprised of approximately 3,600 employees in 500 different job classifications, including a large professional engineering staff and an equally significant component of laborers/semi-skilled trades workers. Additionally, DPW is uniquely diverse in that at least 70 different ethnic groups are represented in its workforce, with employees speaking 46 different languages. Also, as in other organizations, DPW is experiencing the complexities of presently having four generations in the same working environment. This diversity enhances DPW's ability to serve the public, yet presents many challenges in developing and maintaining a productive and cohesive work environment.

The Department's diversity plan sets out to accomplish this through its Values Management Goal, which is "to enhance the quality of the DPW workplace by managing shared values related to the workplace." The expected results of accomplishing this goal would include enhanced worker satisfaction and worker productivity. The scope of this goal includes the following values: a performance culture; equal employment opportunity; ethical behavior; valuing diversity; sensitivity to women's issues; and productive communications related to workplace issues.

Anticipated and current benefits to the Department under the Values Management Programs include: fostering a more satisfying and productive working environment; building and sustaining the Department's reputation and trust within the communities it serves; aligning the work effort of all employees with the Department's mission, vision and values; and establishing preferred behavior in the workplace. As a result of DPW's current and ongoing commitments to promoting equal opportunity, some work environments within DPW are becoming more inclusive, fostering respect and embracing diversity.

Management

DPW management is committed to the continued integration of respect and value for diversity throughout the organization. Management has shown this commitment by providing resources, modeling acceptable behavior, and encouraging full participation in initiatives designed to address issues that have arose within the workforce and the community served. By doing so, the organization continually strives to create an awareness that, in the words of Maya Angelou, "We are more alike than we are different."

Diversity Coordinator

The Diversity Coordinator, as leader of the Diversity Committee and the seven affinity groups: Asian Pacific Islander Committee, Black History Committee, Latino Heritage Committee, Filipino American Public Works Employees Association, International Committee, African American Engineers and Professional Employees Association, and the Dragon Boat Team, strives to:

- Keep the Diversity Committee focused on initiatives that support the organization's diversity awareness goals.
- Communicate educational diversity topics to senior management.
- Communicate the committee's work throughout the organization.
- Communicate the needs of the employees to management.
- Work with senior management on diversity-related policies and procedures.
- Organize and facilitate regular committee meetings and communication between members of the committee and the seven affinity groups.
- Administrative Manager of all affinity groups.

Diversity Committee

The Diversity Committee is comprised of 12 members who represent a cross section of the workforce's age groups, ethnic groups, job classifications, and organizational components. Employees on the committee have demonstrated that they value and embrace the diversity of the organization and want to create an environment where all people can work to their full potential. With a focus on the vision of management and the needs of employees and the community, the committee created the following Mission and Vision statements:

MISSION STATEMENT

To promote awareness, understanding, acceptance, and respect for diversity in the workplace and community.

VISION STATEMENT

To be the leader in public service through a diverse and inclusive workforce.

After creating the mission and vision statements, the committee embarked upon the task of formalizing a Diversity Strategic Plan that would continue to enhance our diversity through various initiatives. The current plan defines goals, strategies, and timetables with measurable outcomes that are both manageable and achievable.

Affinity Groups

The Affinity Groups work with the Diversity Coordinator and committee to ensure that the work environment strategically leverages, values, and respects diversity. The groups' missions and cultural awareness activities contribute to the vision of the Diversity Committee through alignment and championing opportunities that add value to DPW's diversity efforts. Embracing shared vision, the seven affinity groups: Asian Pacific Island Committee (APIC), Black History, Latino Heritage, Filipino American Public Works Employees Association (FAPWEA), African American Engineers and Professional Employees Association (AAEPEA), International Committee (IC), and Dragon Boat Team created Mission Statements that are supportive of DPW's "respect for diversity" effort throughout the organization.

V. INVESTIGATIONS

OMBUDSPERSON

The OAAC provides Ombudsperson and investigative services to DPW on a contractual basis. The DPW independent Ombudsperson investigates complaints of employment discrimination, harassment and retaliation filed against DPW. The Section currently is led by an Ombudsperson, who acts as a liaison between the Department and its employees. The Ombudsperson continues to meet with employees and their representatives to address their concerns about discrimination, harassment, retaliation and the organization's culture. The Ombudsperson continues to encourage employees who believe they are subjected to discrimination, harassment and retaliation to file complaints with the Section, with the greater goal of working with management to effectuate positive culture change throughout the Department so all employees feel valued and respected and perform productively to the best of their abilities.

The Ombudsperson continues to place a greater emphasis on prevention, by meeting and interacting with all levels of management at DPW on a frequent basis, apprising them of equal employment opportunity issues. During this reporting period, the Ombudsperson met with DPW's executive staff frequently in furtherance of promoting inclusion and knowledge in connection with ongoing investigations, which were identified as high risk complaints. Additionally, in furtherance of prevention, the Ombudsperson conducted meetings with DPW managers and employees on substantiated complaints in a concerted effort to promote awareness and inclusion.

COMPLAINTS

Complaints of discrimination continue to be processed in a timely manner (60 to 90 business days).

Although DPW continues to receive complaints based on discrimination and sexual harassment, some of the complaints for this reporting period involved non-County employees and County contractors. However, early detection by utilizing the Ombudsperson's services and expeditious corrective action implemented by the Department played a vital role in resolving these complaints. DPW continues to be committed to the joint relationship with the Ombudsperson, as it relates to investigations and resolving complaints.

Additionally, there were discrimination complaints that were substantiated on the basis of egregious racially derogatory acts; however, the events were based on acts of harm, which occurred several years prior to the Ombudsperson's presence at DPW.

The following outlines the complaint and Ombudsperson's service statistics during this semi-annual reporting period:

5.1 Complaint Data

DPWs' investigations and complaint data during the period of July 1, 2006 to December 31, 2006:

Service Statistics	July 2006	August 2006	September 2006	October 2006	November 2006	December 2006	Total
# of Jurisdictional Complaints Investigated	4	4	5	1	5	7	26
# of Complaints Filed	7	6	4	4	8	5	34
# of Jurisdictional Cases Assessed	1	2	3	4	6	5	21
# of Non-Jurisdictional Cases Assessed	6	4	1	0	2	0	13
# of Substantiated Cases	1	1	1	1	3	4	11

Discipline Effectuated on Substantiated Cases:

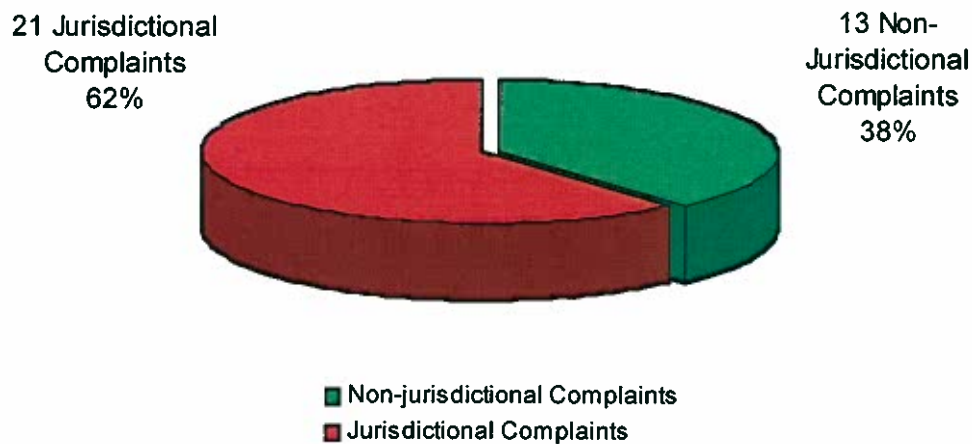
Case Number	Basis	CAP Submitted in 10 Business Days	Corrective Action Plan
DPW05-0206	Sexual Harassment	Yes	15 Day Suspension
DPW06-0016	Sexual Harassment	Yes	Reduction and 15 Day Suspension
DPW06-0019	Sexual Harassment	Yes	2 Day Suspension
DPW06-0018	Sexual Harassment	Yes	Counseled
DPW05-0203	Sexual, Racial, Disability	Yes	Pending
DPW06-0017	Racial Discrimination	Yes	Pending
DPW06-0052	Racial Discrimination	Yes	Pending
DPW06-0010	Sexual Harassment	Yes	Pending
DPW06-0011	Sexual Harassment	Yes	Pending
DPW06-0025	Racial Discrimination	Yes	Pending
DPW06-0046	Racial Discrimination	Yes	Pending

5.2 Complaint Graphs

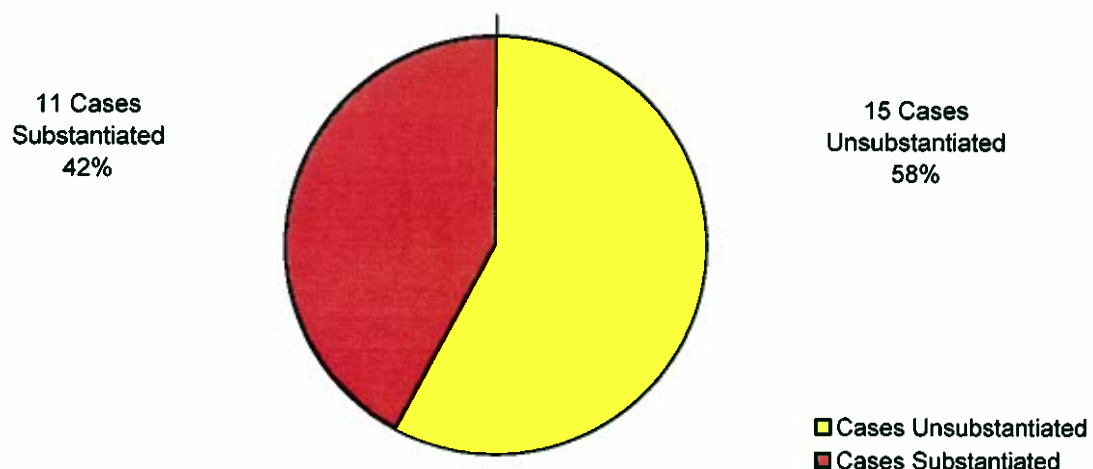
During this semi-annual reporting period, the Department received 34 complaints, 13 of which were identified as non-jurisdictional, and 21 of which were assessed as jurisdictional. Additionally, during the same 6-month period, the Ombudsperson investigated 26 jurisdictional complaints, which resulted in 11 substantiated complaints.

DPW investigations during the period of
July 1, 2006 to December 31, 2006:

Total Complaints Received: 34



Total Number of Jurisdictional Complaints Investigated: 26



5.3 Substantiated Complaints by Category-Type:

Case Number	Bases for Substantiated Cases (May reflect multiple basis for some cases)									Filing Location		No-Fault Settlement Agreement for Substantiated Cases	
	Age	Color	Disability	National Origin	Race	Religion	Retaliation	Sex/Gender	Sexual Harassment	Headquarters	Field	Reached Agreement	Settlement Paid Out
DPW05-0206									X		X		
DPW06-0016									X		X	X	
DPW06-0019									X		X		
DPW06-0018									X	X			
*DPW05-0203			X	X	X				X		X	X	X
DPW06-0017					X						X		
DPW06-0052					X						X		
DPW06-0010									X	X			
DPW06-0011									X	X			
**DPW06-0046					X						X		
DPW06-0025					X						X		
Total:	0	0	1	1	5	0	0	0	7	3	8	2	1

Examples of substantiated complaints identified as high risk:

***Case No. DPW05-0203**

- Basis of Complaint: Race, National Origin, Sexual Orientation and Disability
- No-Fault Settlement Agreement: \$49,500 on March 7, 2006
- OAAC substantiated the Charging Party's complaint, which involved derogatory statements and jokes based on race, national origin, sexual orientation and disability. Three supervisors and a subordinate were named as subjects of the investigation.
- High degree of risk was identified because the work environment the complaint was based on fostered several years of derogatory statements and jokes involving race, national origin and sexual orientation, which supervisors participated in and had knowledge of the inappropriate behavior.
- Mitigation efforts included reassigning the Charging Party and imposing discipline on all of the Subjects of Investigation, which included supervisors.

****Case No. DPW06-0046**

- Basis of Complaint: Racial Harassment
- OAAC substantiated an anonymous complaint received from the City of El Monte, Public Information Office, which was reported to the Office of Michael Antonovich, Supervisor, Fifth District, involving derogatory statements based on race and conduct associated with Nazism while in the work environment at DPW.
- Mitigation efforts included imposing discipline on the Subject of Investigation and the Ombudsperson training and meeting with the Supervisors within the field location to promote zero-tolerance and awareness within the work environment.

VI. ACTION PLAN TO REMEDY SUMMARY

In assessing DPW's overall CAP efforts, the Department's strengths clearly rest with the various resources committed to fostering an inclusive environment and promoting equal opportunity and respect for diversity. DPW initiated numerous preventative interventions for their employees during this reporting period that fostered an inclusive work environment and respect for diversity.

In furtherance of promoting awareness to employees, the Ombudsperson during this reporting period presented eight sessions involving the cultural assessment survey findings, resulting in 493 employees receiving information and awareness to culturally sensitive issues in the work environment. The Ombudsman will continue to meet with employees and promote awareness and an inclusive environment.

In summary, DPW has demonstrated its commitment to fulfilling all the terms of the Corrective Action Plan and the results have been favorable for employees and management. Thus, it is OAAC's assessment that no further reporting is required of DPW, inasmuch as their diversity and EEO programs are well integrated throughout the department.

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